

**“Building Institutions  
for Good Governance”**

**Local Government Support  
and Partnership Program**

**Quarterly Report  
April 1, 2004 – June 30, 2004**

Prepared for:  
USAID/Jakarta – Office of Democracy and Local Governance

June 30, 2004

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**“Building Institutions for Good Governance”  
Local Government Support and  
Partnership Program  
in Indonesia**

*USAID Quarterly Report –2nd Quarter 2004*

*April 1, 2004 – June 30, 2004*

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## **I. INTRODUCTION**

ICMA's Building Institutions for Good Governance (BIGG) Program operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. To this end, it is designed to help USAID meet its four intermediate results (IRs):

IR 1: Appropriate Environment Established to Enable Effective Local Government

IR 2: Local Government Capacity Strengthened to Deliver Effective Services

IR 3: Participation Increased in Local Government Decision-Making

IR 4: Associations of Local Governments and Officials Established as Advocates

The following report presents the activities, results, and next steps in the BIGG/LGSPP program. Annex 1 presents the Results Framework under which the program operates and progress toward those results to date.

## **II. MAJOR ACCOMPLISHMENTS THIS QUARTER**

### **A. Project Administration**

#### **A.1 Project Workplan**

The 6-month work plan for April 2004 – September 2004 was submitted to USAID/DLG during the first quarter. BIGG is awaiting approval.

#### **A.2 Management**

Ms. Elly Ismayani, Assistant Program Manager, resigned on 18 June 2004. Ms. Ruri Mijilenggonowati, the current Finance Assistant, will move into Elly's position. Ms. Naomi Situmorang has been hired to take on the Finance Assistant position. Ms. Situmorang began on 12 July 2004.

## B. Program Activities and Management – Progress and Highlights

### B.1 Exchange Schedule for Resource Cities Program – Indonesia

Indonesian Local Government (s)	U.S. Partner	1 <sup>st</sup> Exchange	2 <sup>nd</sup> Exchange	3 <sup>rd</sup> Exchange	4 <sup>th</sup> Exchange	5 <sup>th</sup> Exchange	6 <sup>th</sup> Exchange	7 <sup>th</sup> Exchange
Kota Balikpapan, Kota Samarinda, East Kalimantan	Tigard, Oregon	1-5 March 2004	14-18 June 2004	Scheduled for 20-24 Sept. 2004				National Conference
Kabupaten Berau, East Kalimantan	Port Angeles, Washington	19-23 April 2004	Scheduled for 23-27 August 2004	TBD				National Conference
Kota Bitung, Kabupaten Sangihe, North Sulawesi	Coos Bay, Oregon	29 March - 2 April 2004	21-25 June 2004	TBD				National Conference
Kota Solok, West Sumatra	Gresham, Oregon	24-28 May 2004	Scheduled for 30 August - 3 September 2004	TBD				National Conference
DKI Yogyakarta, Central Java, Kota Bukittinggi, West Sumatra	Savannah, Georgia	23-27 February 2004	21-25 June 2004	Scheduled for 20-24 Sept. 2004				National Conference

Updates on the Resource Cities Program partnerships are presented below.

### ***Balikpapan - Samarinda - Tigard***

**Activities:** The second exchange took place in Tigard, Oregon, on 14-18 June 2004. Balikpapan was represented by Mrs. Hernawati, Head of Education and Mrs. Purdhyaswati, Principal of Elementary School No. 3. Samarinda was represented by Mrs. Darjati Husain, Department Head of City Programs in Education. The second delegate from Samarinda, Mr. Adnani Fachruddin, Principal of Muhammadiyah 1 Elementary School, could not participate in the exchange because his visa was not processed in time.

**Results:** The Indonesian delegates visited several elementary schools; met with members of the local community; spoke with the local media; attended a City Council Meeting; joined in the Youth Court, and participated in social events, including Portland's Annual Rose Festival and the Tigard Balloon Festival. Results include the following:

*Elementary Schools:* visits were held at Durham Elementary School, Mary Woodward Elementary School, and at the MET (Moslem Educational Trust) School in Tigard. The delegates were given tours of the schools' facilities, visited a science class' school garden, met and talked to second graders during their science project in the garden, and spent time speaking with the science teachers of Durham and of Mary Woodward. The delegates were impressed with the interactive method the schools employ and would like to learn more about such teaching methods. The delegation is also interested in receiving training for the elementary school teachers in Samarinda and Balikpapan.

*Portland State University:* The delegates listened to a presentation and discussed issues at the Portland State University's Center of Science Education. This meeting resulted in a plan to include an education specialist from PSU with the next exchange to Indonesia. The University team presented their output, environmental training courses and science education materials that have been used by schools in Oregon.

*Nature Parks:* The delegates visited Tualatin Hills and the Clean Water Service Park to see some of the outdoor programs for science education in elementary schools. The Indonesian delegates participated in an experiment in order to give them a better understanding of the methods used.

*Library and web design:* the delegates also visited both the current library and the new library that will be opened in July. Discussions were held regarding development and design of virtual classes. A preliminary website proposal was discussed.

*Community meeting and media coverage:* Tigard officials accompanied the delegates for Friday prayer at the local mosque. An informal dinner with some members of the mosque was held. A local TV station interviewed the delegates and the Mayor of Tigard. The Mayor repeated the commitment of Tigard for the exchange program and underlined the importance of the communities of Tigard and Portland to respect cultural diversity.

In Indonesia, Mr. Rusman Yakub, 3<sup>rd</sup> Vice President of the Samarinda City Legislative Council, was invited to, and participated in, a national radio talk show that was organized by BIGG and the four government associations, held on 26 May 2004 in Samarinda, East Kalimantan. Mr. Yakub was joined on the radio talk show by Mr. Masdjuni, the Regent of Berau Regency, East Kalimantan. Please refer to Section B.2, Association Development, for further details.

**Next Steps:** The partners have agreed that the third exchange will be held in Samarinda and Balikpapan during the week of 20-24 September 2004.

### ***Berau - Port Angeles***

**Activities:** The first exchange took place in Berau, East Kalimantan, during the week of 19-23 April 2004. Port Angeles was represented by Mr. Mike Quinn, City Manager, and Mr. Glenn Cutler, Director of Public Works.

**Results:** This exchange included discussion and negotiation of the 18-month work plan and Memorandum of Understanding. The two cities decided to focus on the following technical areas over the next 18 months.

*Solid Waste Project:* the purpose of this project is to design a program that, once implemented, will improve the removal of solid waste and clean-up the environment of the city's streets and public locations. Control of solid waste will have a direct impact on the improvement of the drainage system. The goal is to design a plan that will be effective but will not be capital intensive. It will first be implemented in a small section of town where the plan will be tested and adjusted. If successful, this project will be duplicated in other sections of town. The design, budget, and work plan will be completed during Exchange Two, after which it will be presented to the Bupati for budget approval. This project will also be supported by the Education Project (see below).

*Drainage Project:* the purpose of this project is to design a program that, once implemented, will improve city drainage. The goal is to design a facility project that will be effective but will not be capital intensive. It will first be implemented in a small section of town where the plan will be tested and adjusted. If successful, this project will be expanded to other areas of town. The design, budget, and work plan will be completed during exchange two, after which it will be presented to the Bupati for budget approval. This project will also be supported by the Education Project.

*Capital Facility Plan:* the purpose of this program is to develop a document that will bring together the capital facility requirements for the water system. This document will identify projects that will improve the reliability, quantity and quality of the water as well as the distribution system. Specific projects identified will be described, highlighting the intended results, impacts if not undertaken, cost estimates, potential funding sources and

prioritizing execution. The document is intended to be presented to the City Council for approval and consideration of funding over a reasonable period of time.

*Water System Plan:* this plan will assist the PDAM in managing the water system to provide high quality and reliable water service to the community. The plan will focus on issues that are preventing the PDAM from meeting customer expectations. It will be a road map allowing PDAM to project and articulate requirements to the City Council and customers of their challenges to providing services. The plan will address but not be limited to such issues as public outreach, project identification, staffing and support from other local agencies

*Education Project:* This education project will provide a two-fold benefit. It will be developed to provide assistance for elementary school teachers and it will also be used to support the water and drainage projects being undertaken by the Public Works and City Affairs Departments. Curriculum will be developed and taught to children on ways to keep the city clean and protect the environment. Teachers will be trained in the curriculum, in addition to receiving training on new teaching methods. These classes will first be implemented at the elementary schools located in the sections of town that are chosen for the Solid Waste Project and for the Drainage Project. Time allowing, the areas of science and English language will also be discussed during the exchanges.

The formal signing ceremony for the MOU was held on Monday, 24 May 2004. The signing took place at the beginning of the exchange, prior to the negotiation of the 18-month activity plan, due to a prior commitment the Regent had at the end of the week. The formal signing ceremony was held at the Regent's residence. City Staff and members of the legislative council were in attendance. The MOU signing ceremony was covered by the media in the Kaltim Post Bulungan-Berau, 21 April 2004.

Mr. Masdjuni, the Regent of Berau, was invited to, and participated in, a national radio talk show that was organized by BIGG and the four government associations, held on 26 May 2004 in Samarinda, East Kalimantan. Mr. Masdjuni was joined on the radio talk show by Mr. Rusman Yakub, 3<sup>rd</sup> Vice President of the Samarinda City Legislative Council. Please refer to Section B.2, Association Development, for further details.

**Next Steps:** The partners have agreed that the next exchange will be held in Port Angeles, Washington, during the week of 23-27 August 2004.

### ***Bitung - Sangihe - Coos Bay***

**Activities:** The second exchange took place in Coos Bay during the week of June 21-25, 2004. Bitung was represented by Mr. James Rompas, Head of Tourism and Mr. John Heit Palandung, Head of Human Resources. Sangihe was represented by Mr. Ferdinand Wenas, Assistant to the Regent and Mr. Octavianus Makagansa, Head of Bappeda.

**Results:** The Indonesian delegates visited Coos Bay City Hall, a local college, a training center, and a coastal environment research station. Results include the following:

*Community College and Workforce Training Project:* The delegates visited the Southwestern Oregon Community College and met the President and the Dean of the college. John Richards, Director of Business Development, and the Dean gave the delegates a tour of the campus and its facilities. The delegates also visited some joint-venture programs between the college and the city for workforce training, including the Newmark Center and the Southwestern Business Development Center. They also visited Orco Tech (Oregon Coast Technology School). Bitung and Sangihe are interested in developing similar programs using the existing facilities within their respective cities.

*Environment and Water Quality Monitoring:* The delegation was invited to visit the Confederate Tribes of Coos, Lower Umpqua and Siuslaw Indians during which they focused on how the Tribes preserve and monitor their watershed and their water quality. A field trip was also made to the Coquille Watershed Association and a tour was given by Menasha, a private timber company, at two of its logging sites, to show how environmentally friendly practices have been implemented.

*Ecotourism and Coastal Preservation:* The delegation met with Marty Giles to discuss their ecotourism trails and outdoor activities. The delegates also met with Betty Kay to discuss her fishing programs. The delegates were introduced to a scientific approach in support of environmentally friendly activities, as shown by a visit to the Oregon Institute of Marine Biology and the South Slough National Estuarine Research Reserve in Charleston, at the mouth of Coos Bay river, where the port channel is located.

*Community meeting and media coverage:* The delegation was covered in the news by local TV KOIN twice, once during the evening and another time during a late evening interview with Martin Callery. A live interview on local radio station K-Light was led by Rick Stevens.

**Next Steps:** The partners are still discussing the date of the next exchange to take place in Sangihe.

## ***Solok - Gresham***

**Activities:** The first exchange took place in Solok during the week of 24-28 May 2004. Gresham was represented by Mr. Terry McCall, Director of Finance, Mr. Dave Rouse, Director of Public Works and Mr. John Dorst Assistant Director of Public Works.

**Results:** This exchange included discussion and negotiation of the 18-month work plan and Memorandum of Understanding. The two cities decided to focus on the following technical areas over the next 18 months.



### Health, Education and Environment

#### Topics:

- Citizen Participation: raising awareness of a clean & healthy lifestyle, raising awareness that a healthy environment is a collective responsibility where the individual must participate.
- Improve environmental issues that have a high impact on citizen health (project to be specified by the Department of Environment and Cleanliness).

#### Expected Results:

- Courses offered to elementary schools. (Health Department to decide on two topics, e.g. immunization and littering, etc.).
- Littering reduced in school areas.
- Courses offered to offices. (Health Department to decide on two topics, e.g. immunization and littering, etc.)
- Littering reduced in office areas.

### Infrastructure

#### Topics:

- Developing rate structure for water services
- Develop city's own water source
- Analyze distribution system

#### Expected Results:

- Master Plan
- System layout
- Financing plan
- Implementation Plan
- Budget for first project of Implementation Plan
- Final approval by Mayor

A formal signing ceremony of the Memorandum of Understanding was held at City Hall on Friday, 28 May 2004. Mr. Paul Berg, Head Consul for Sumatra, U.S. Embassy Indonesia, attended the ceremony. The exchange was covered by the media.

**Next Steps:** The second exchange is scheduled for the week of 30 August - 3 September 2004.

## ***Yogyakarta - Bukittinggi - Savannah***

**Activities:** The second exchange that included the new partner, Bukittinggi, took place from June 21–25, 2004 in Savannah, Georgia. The delegation from Indonesia included the following individuals: Mr. Marwata Hadi Nugraha, Head of High School No. 4 Yogyakarta; Mrs. Rahayu Murbani Ratih, Head of the Art and Cultural Division, Tourism Department, Yogyakarta; Mr. Khairul, Secretary to the Mayor, Bukittinggi; Mr. Yalvema Miaz, Head of the Education Department, Bukittinggi; Ms. Dayu Nirma Amurwanti, Logistics Coordinator; and Mr. Ed Anderson, Chief of Party.

Many Savannah city and Technical College employees contributed their time and effort to the exchange, but the primary participants were Mr. Sean Brandon, Managing Coordinator for the City of Savannah, Ms. Eileen Baker, Director of Cultural Affairs, and Ms. Carol Paulk, Department Head for Computer Information Systems, Savannah Technical College.

**Results:** Consistent with the successful negotiation of a tripartite work plan in February 2004, the partners agreed to focus future technical exchanges on community college management and development, tourism and cultural preservation, and finance. This exchange focused on the first two areas. Finance will be taken up in a later exchange.

Participants learned from Savannah Technical College instructors and administrators how curriculum is developed and how the college is managed, including an overview of the school's various departments, relations with the Savannah private sector and city and state government. A tentative agreement was reached during the program that Savannah Technical College would begin exploring ways to start a sabbatical program with either or both Indonesian cities to assist in the development of their community colleges. This would include up to a yearlong exchange of faculty and administrators, and funding would come from resources that Savannah Tech would attempt to generate without USAID assistance. Further agreement was reached that Yogyakarta would adapt Savannah Tech's Student Handbook in an effort to better inform and prepare students.

The City of Savannah prepared an extensive program for the Indonesian delegation that focused on cultural tourism, which holds the potential of boosting economic development in both Yogyakarta and Bukittinggi. Areas emphasized included the establishment of a historic district, keeping inventory and evaluating a community's cultural and historic resources, planning and managing cultural tourism, and marketing and promotion strategies to boost economic development through cultural tourism.

The Indonesian delegation met with the entire Savannah city council. They also met with the organizers of the Savannah Film Festival and the Savannah Musical Festival, both of whose events are developed and marketed specifically to promote cultural tourism. The delegates were interviewed for a local Savannah television and shown on the city's public television channel. They were featured in the Savannah newspaper, and were introduced to an audience of several thousand at the city's annual Asian Festival, including being listed in the brochure for the Asian Festival (distribution of 20,000 over a 250 mile regional area).

In Indonesia, Mr. Sugito, Head of Education, City of Yogyakarta, was invited to, and participated in, a national radio talk show that was organized by BIGG and the four government associations, held on 16 June 2004 in Yogyakarta. Please refer to Section B.2, Association Development, for further details.

**Next steps:** The partners have agreed that the next exchange will take place in Bukittinggi from September 20–24, 2004. Continuing work on education and tourism will be conducted, with an emphasis on cultural festivals and the establishment of a community college model.

## **B.2 Association Development**

During this quarter, BIGG/LGSPP continued assistance to the associations in two key areas: organizational management and advocacy.

### ***Organizational Management***

**Association member needs assessment training:** In February, Ann Bueche, ICMA Communications and Training Advisor, and Diane Crosby, Association Advisor, conducted a three-day workshop for the four Indonesian local government associations on developing, designing, and implementing member needs assessments. The training focused on various methods of obtaining input from members to determine their priorities and identify problem areas in local government service delivery.

Following the introductory training, during the quarter the Association Advisor assisted staff of ADKASI and APEKSI in crafting member needs assessment surveys to gather data from members at upcoming meetings. ADKASI's member survey was principally used to identify future programs for the membership at-large, as well as identify member needs for their women councilors' section. The survey was administered during an April 28<sup>th</sup> all-members meeting in Bali.

Assistance on APEKSI's member needs survey focused on: assessing which programs/services APEKSI members are aware of; gathering attitudinal data on the quality of current programs/services; and obtaining a priority ranking on topics of interest for future programs/services. The APEKSI member needs survey will be administered during their Munas on July 31 – August 2<sup>nd</sup> in order to obtain a sufficient return rate and to assist in gathering data from the broadest possible membership base. These data will be aggregated immediately following the Munas in order to be used during their upcoming strategic planning retreat in mid-September. It is also intended that the data will provide APEKSI secretariat staff the first opportunity to plan and link annual workplans and budgets based on what the membership deems is a priority.

**Grant and Proposal Writing Training:** A four-day grant and proposal writing workshop was conducted for 15 staff of the four Indonesian local government associations to assist them in diversifying their sources of revenue beyond membership dues. The workshop gave the association staff an opportunity to identify priority programs for which they would attempt to seek funding in the future. The participants then used their real-life member service needs to apply to the workshop group exercises that included: 1) Conducting a needs assessment; 2) Defining a problem statement, goals and objectives; 3) Developing program methods and strategies; 4) Developing a budget, 5) Developing evaluation plans describing sustainability, and 6) Packaging the application.

In addition the workshop addressed the relationship between a fund development strategy and organizational strategic planning. (APEKSI and APKASI will be assisted in conducting strategic plans during the next two quarters respectively, with BIGG providing guidance on how these organizational activities link together in managing an association). The participants were

cautioned to resist “chasing” the money when proposal objectives do not contribute to the organization’s needs or mission. Tips were given on ways to maintain a strong relationship with funders even when funding is not awarded. The trainer also encouraged the organizations to view their proposals through the eyes of the reviewer/funder and to consider the impact of managing the grant should it be funded.

### ***Advocacy and the Policy Development Process:***

**National and Regional Radio Program on Autonomy:** In support of the Association Forum’s (APEKSI, ADEKSI, ADKASI, APKASI) joint advocacy strategy to take the message and debate on regional autonomy to public and private stakeholders alike, BIGG coordinated a joint program of assistance with the International Foundation for Election Systems (IFES). The media campaign featured a series of hour-long radio talkshows addressing issues in regional autonomy. The series’ intent was to open up the public debate and discussion of the positive to-date impacts of decentralization from the regional perspective, thereby strengthening the associations’ position to retain local autonomy authorities. An additional purpose of the program was to provide staff of the four local government associations an opportunity to learn-by-doing and to come together with a single media campaign that used their members as primary spokespersons on a coordinated advocacy message. The broadcasts hoped to emphasize that decentralization is not simply a central administrative issue, but is a critical issue that impacts the entire citizenry of Indonesia.

Specifically, the 1-hour radio talk show series were broadcast nationally and regionally from May 13 through July 1<sup>st</sup> in advance of the presidential campaigns. All 15 of the RRI live radio broadcasts were formatted for call-in questions from greater Indonesia to allow for a wide range of perspectives from all stakeholders impacted by the decentralization process. BIGG provided programmatic guidance and funding support. IFES staff assisted with media and broadcasting experience on a pro-bono basis. The four local government associations identified and organized the content, resource persons, and local elected officials as spokesmen. Seven of the series were broadcast from the regions, addressing regional issues and best practices. Three of these programs were conducted in a town hall format and directly involved a live audience of the area’s community groups, business sector representatives, religious groups, and university representatives. This broad-based community input utilized IFES’ Local Consultative Forums that had been previously established.

Evaluation of each program is provided below, however, there were some summary lessons learned from the associations’ maiden effort at a sustained, joint mass media campaign. One simple but nonetheless important lesson was the realization of the importance of selecting the most articulate local government officials to serve as association spokespersons. The associations, as relatively hierarchical and bureaucratic organizations, in the past had primarily selected the highest-ranking board members as organizational spokespersons (e.g., presidents, vice-presidents). Because the talk shows provided an opportunity for multiple spokespersons, for the first time it allowed a broader base of membership to be used in informal advocacy. In many cases these less utilized spokespersons turned out to be very capable and adept at discussing the issues. The associations were thus encouraged to seek out quality spokespersons, and now fully recognize the importance of selecting the best messenger for a given message.

That being said, there will still be a natural reliance on favoring a hierarchical approach in selecting spokespersons for lobbying before the DPR and in such formal venues.

Additionally, phone-in public comments as well as comments from the community representatives in the town-hall formats indicate that the public at-large still does not have a full or clear understanding that local governments now are involved in determining quality improvements in service delivery in such areas as education and health, among others. This highlights the need to continue using the media to explain the impacts and effects of decentralization to the public, and to raise awareness about public participation at the local level.

The program topics, resource persons, and program summaries are provided as follows:

1. May 13, Jakarta: “Regional Autonomy: Decentralization versus Centralization”

Resource Persons: Dr. Jusuf SK, APEKSI President, Mayor of Tarakan; Dr. I Made Suwandi, Director of Policy Facilitation and Regional Evaluation; Firman Jaya Deli, Parliament Member of Komisi II.

Summary: Excellent vehicle for getting information on the parliamentary process for the upcoming revisions of Law 22/1999. APEKSI spokesperson very positive, knowledgeable, and strong statements on the positive effects on city management as an outcome of regional autonomy.

2. May 19, Makassar: “Autonomy at the Village Level”

Resource Persons: Drs. H. Azikin Sholtan, APKASI Vice President, Regent of Bantaeng; Haris Yasin Limpo, Makassar City Councilor; L. Sombolinggi, Director of Yayasan Wahana Lestari Persada; H. M. Hakim Akib Fata, Regent of Selayar

Summary: Adequate interactive dialogue but weak spokesperson from APKASI with very general statements.

3. May 26, Samarinda: “Environment”

Resource Persons: Rusman Ya’qub, MM, ADEKSI Board, Vice Chairman Samarinda City Council; Satria Iman Pribadi, Natural Resources Management; Masjuni, Regent of Berau.

Summary: Good interactive dialogue between the councilor and the mayor.

4. May 27, Jakarta: “Local Decision Making Processes”

Resource Persons: M. Hasbullah, M. Hum, ADEKSI Secretary General, Vice Chairman of Depok City Council; Budi Kuncoro, Perform Project, Current CLGI Executive Director; H. Herry Zudianto, Mayor of Yogyakarta.

Summary: Excellent dialogue between council and mayor. Featured an APEKSI member best practice.

5. June 2, Semarang: “Local Economic Development”

Resource Persons: Sukawi Sutarip, Mayor of Semarang; Soleh Edi, Chairman Local Trade and Industry Chamber for Jawa Center; FX. Sugianto, Economist, Diponegoro University.

Summary: Excellent direct discussion of the topic and discussion of ways to improve local economic development, including significant listener input.

6. June 7, Jakarta: “Local Elections”

Resource Persons: Drs. M. Bambang Sukarno, ADKASI President, Chairman of Temanggung Local Council; A. Gunarsa, Parliament Member Special Committee for Revision of Law 22/1999.

Summary: Good expression of association position statement on local election issues in direct communication with parliament member. ADKASI spokesperson not strong enough on the facts in order to balance the discussion with a member of parliament.

7. June 9, Pekanbaru: “Local Decision Making Processes”

Resource Persons: Rusli Zainal, Governor of Riau; Tabrani Rab, Riau Community Leader; H. Dr. Adrian Ali, Chairman Pekanbaru City Council; Ribut Susanto, Riau Mandiri (NGO).

Summary: Inadequate discussion of the issues due to the community representative’s inappropriate understanding of the factual issues. Local moderator less able to facilitate a meaningful dialogue and poor time management of resource persons.

8. June 10, Jakarta: “Local Economic Development”

Resource Persons: Dr. Kabul Sarwoto, ADKASI Executive Director; Syaiful Jarot, Mayor of Blitar; Dr. Bambang Brodjonegoro, Economist, Indonesia University.

Summary: Excellent feedback and comments from an expert on the best practices of Blitar City. Very good interactive dialogue among participants.

9. June 10, Jakarta: “Land Use Authority”

Resource Persons: Ir. Syahrir AB., M. Sc., Regional Autonomy and Home Affairs Department; Prof. Luthfi Nasoetion, Head of National Land Agency; Dr. Jusuf SK, APEKSI President, Mayor of Tarakan.

Summary: Good dialogue between resource persons and agreement for Forum to have a continued dialogue with the National Land Agency regarding clarification of land use issues. Insufficient time for interactive dialogue.

10. June 16, Yogyakarta: “Education Services”

Resource Persons: Abdul Malik Hasan, Yogyakarta Council Member; Sugito Partotaruno, Head of Education and Teaching Office DIY Province; Sudarno, Head of Education and Teaching Office, City of Yogyakarta; Setyo Adipurwanto, Driya Manunggal (NGO).

Summary: Local NGO had an inappropriate understanding to the issues and made frequent statements off topic. Local moderator was unable to sufficiently facilitate the dialogue and manage the four resource persons.

11. June 17, Jakarta: “Education Services”

Resource Persons: Alam Surya Putra, Program Officer Asia Foundationa; Dr. Drg. I Gde Winarsa, Regent of Jembrana; Imdaad Hamid, Mayor of Balikpapan.

Summary: Good showcasing of Jembrana’s best practices and realization by citizens that local government now has the ability to impact services. Limited time for Balikpapan mayor to participate.

12. June 23, Kupang: “Professionalism of Local Officials”

Resource Persons: Ir. A. Takolapeta, Regent of Alor; Ir. Lerry Mboik, PIAR; Dominggus Bolla, Chairman of Kupang Council.

Summary: Insufficient quality of broadcast, in part due to technical difficulties with electrical and phone lines.

13. June 24, Jakarta: “Health Services”

Resource Persons: Drs. Dwidjo Susono SE., Expert Staff for Institutional Capacity and Decentralized Development, Ministry of Health; H. Buchary Abdurrachman, Mayor of Pontianak; Drs. Djasri, Regent of Banjarnegara.

Summary: Good dialogue. Health Ministry official gave public appreciation for Pontianak and Banjarnegara’s efforts in improving health services. Some technical difficulties.

14. June 30, Palembang: “Health Services”

Resource Persons: H. Hamzah Syaban, Chairman Palembang City Council; Drs. Suharni, Researcher for Center for Policy and Community Participation Study; Fathoni, Local Government Assistance, Ogan Komerin Ilir Regency; Dr. Rusli M. Director of Kayu Agung Hospital OKI; Syamsudin, Head of OKI Health Department.

Summary: Good interactive dialogue with community representatives and resource persons, including suggestions on improvements to health service delivery. Insufficient knowledge of subject matter from OKI government resource person.

15. July 1, Jakarta: “The Prospects of the Future of Regional Autonomy and the Role of the Associations”

Resource Persons: Syarifuddin Lubis, APKASI Executive Director; Rudy Alfonso, ADEKSI Executive Director; Kabul Sarwoto, ADKASI Executive Director; Budi Wahyu Jati, Country Manager Intel Indonesia; Dr. Bambang Brodjonegoro KPPOD.

Summary: Excellent and knowledgeable statements by association representatives and KPPOD. Association coordinators made a bad selection of the business community representative, resulting in an uninformed business viewpoint on impacts of regional autonomy on business community.

### **B.3 Information Dissemination/Innovative Practices**

LGSP received approval from USAID to hire a production firm to develop a video to highlight the results of the Resource Cities Program and to draw out the public diplomacy benefits generated by this type of program. Work on the video is underway and the final product is expected by July 31, 2004.

### **B.4 Local Government Training**

No activities this quarter.

## **B.5 Joint Activities with Task Order**

Cooperative Agreement - Task Order Coordination: Coordination during the quarter has been maintained. The TO has completed initial work with our association partners to design materials (e.g., terms of reference, agenda, and workshop materials)) for two two-day workshops as part of the Association Model training. The CA provided limited support for the delivery of the APEKSI module on “Techniques and Methods to Increase Own Source Revenue”. The target audience for this workshop was Sekretaris Daerah, Heads of Finance, Heads of Regional Development Planning Boards (BAPPEDA), Heads of Regional Revenue Office/Agency (Kadispenda), and heads of other agencies that collect revenues (such as hospitals and the Health Department). The workshop was oversubscribed with 47 people, and participants felt it was valuable.

APKASI selected the workshop topic of “The relationship between performance budgeting, accounting and financial accountability reports”, but did not carry out the training during this quarter. It is likely that they will do so during the following quarter with help from the TO. The target audience for this workshop is identified as: Heads of Departments and Agencies (Kepala Dinas dan Kepala Bagian), and Secretary (Sekda).

## **B.6 Coordination with Other Local Government Programs**

*Center for Local Government Innovation:* Several meetings were held with staff of YIPD/CLGI during the quarter. Collaboration has been enhanced to include more frequent sharing of information on BIGG/CA activities, website updates and joint meetings, when warranted, with the CLGI, the CA and the associations. BIGG participated in CLGI-sponsored donor coordination meetings during the quarter.

*National Democratic Institute:* Increasingly, ICMA association strengthening programs are relevant to the legislative associations and they are being picked up under our existing program.

*International Foundation for Electoral Systems* ICMA implemented an activity with IFES and the associations to create a radio talk program on regional autonomy. The details of this program were highlighted earlier in this report.

*The Nature Conservancy, GTZ, CSSP, CRMP and World Bank:* ICMA has stayed in contact with these organizations during the quarter to coordinate activities and solicit advice where appropriate. The two GTZ-funded association advisors work closely with the ICMA association advisor to plan future activities and create economies of scale. World Bank water advisor Jim Woodcock communicates fairly regularly with Solok and Gresham, Oregon on issues related to full cost recovery of water.

## **C. Challenges/Issues of Concern Affecting Implementation and Actions Taken**

Obtaining visas for Indonesians traveling under the Resource Cities program remains difficult. We continue to work with our Indonesian partners to insure that they understand the procedures for obtaining a visa, although there are still instances where our partners fail to properly complete the necessary paperwork. USAID has been extremely helpful in moving the visa process along, as has the Embassy.



APEKSI has not yet recruited a new Executive Director. We expect that this will be accomplished during the next quarter.

## **Annex 1: Results Matrix**

## ***Resource Cities Program - Partnership Activities Results Matrix I***

Goal: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To build local government management capacity for improved service delivery

Entries in **BOLD** = new this quarter

### ***Subobjective 1a: Provide practical tools and experiences - part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>TARGET:</b>	<i>Conduct in 6 LGUs</i>	<i>Conduct in 9 LGUs</i>	<i>Conduct in 6 LGUs</i>	<i>Applied in 6 LGUs</i>
<b>STATUS:</b>	Target met			
<b>Balikpapan</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li><b>The delegates received training on interactive teaching methods in the area of science and environment</b></li> </ul>		
<b>Berau</b>	Conducted and completed by Mr. Richard Townsend in January 2004.			
<b>Bitung</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li><b>Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</b></li> </ul>		

***Subobjective 1a: Provide practical tools and experiences - part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Bukittinggi</b>	Not applicable. City chosen as partner for Yogyakarta & Savannah based on their predetermined interest in Tourism.	<ul style="list-style-type: none"> <li>• <b>Tourism technical training included:</b> <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• <b>Community College technical training included:</b> <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> </ul>		
<b>Samarinda</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• <b>The delegates received training on interactive teaching methods in the area of science and environment</b></li> </ul>		
<b>Sangihe</b>	Not applicable. City was nominated by Bitung to join partnership extension with Coos Bay.	<ul style="list-style-type: none"> <li>• <b>Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</b></li> </ul>		
<b>Solok</b>	Conducted and completed by Mr. Richard Townsend in January 2004.			

***Subobjective 1a: Provide practical tools and experiences - part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Yogyakarta</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• <b>Tourism technical training included:</b> <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• <b>Community College technical training included:</b> <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> </ul>		

***Subobjective 1a: Provide practical tools and experiences – part 2***

	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>TARGET:</b>	<i>Applied in 6 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Lessons Learned presented on 5 LGUs</i>
<b>STATUS:</b>				
<b>Balikpapan</b>				
<b>Berau</b>				
<b>Bitung</b>				
<b>Bukittinggi</b>				
<b>Samarinda</b>				

***Subobjective 1a: Provide practical tools and experiences – part 2***

	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>TARGET:</b>	<i>Applied in 6 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Evidenced by improvements in 6 LGUs</i>	<i>Lessons Learned presented on 5 LGUs</i>
<b>STATUS:</b>				
<b>Sangihe</b>				
<b>Solok</b>				
<b>Yogyakarta</b>				

***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<i>1 press release on 8 LGUs</i>	<i>Media coverage of 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>
<b>STATUS:</b>			
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li><b>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</b></li> <li><b>An article about the exchange was included in the Oregonian, a state wide newspaper.</b></li> </ul>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li><b>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</b></li> <li><b>An article about the exchange was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</b></li> </ul>	
<b>Berau</b>		<ul style="list-style-type: none"> <li><b>Coverage of the exchange was included in articles published in the Kaltim Post.</b></li> </ul>	
<b>Bitung</b>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li><b>Coos Bay team provided a news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</b></li> </ul>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li><b>Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</b></li> </ul>	<ul style="list-style-type: none"> <li>Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> </ul>
<b>Bukittinggi</b>	<ul style="list-style-type: none"> <li><b>Article in local newspaper, the Savannah Morning News</b></li> <li><b>Interview on Savannah Public TV station</b></li> </ul>	<ul style="list-style-type: none"> <li>Coverage of the exchange was published in the newspaper Singgalang.</li> <li><b>Article in local newspaper, the Savannah Morning News</b></li> </ul>	

***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>TARGET:</b>	<i>1 press release on 8 LGUs</i>	<i>Media coverage of 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>
<b>STATUS:</b>			
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>• Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>• <b>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</b></li> <li>• <b>An article about the exchange was included in the Oregonian, a state wide newspaper.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>• <b>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</b></li> <li>• <b>An article about the exchange was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</b></li> </ul>	
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>• Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>• <b>Coos Bay team provided news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>• <b>Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</b></li> </ul>	
<b>Solok</b>		<ul style="list-style-type: none"> <li>• <b>Coverage fo the exchange awas included in articles in the Mimbar Minang daily newspaper and the Singgalang daily newspaper</b></li> </ul>	
<b>Yogyakarta</b>	<ul style="list-style-type: none"> <li>• <b>Article in local newspaper, the Savannah Morning News</b></li> <li>• <b>Interview on Savannah Public TV station</b></li> <li>• <b>Delegation featured on local TV channel.</b></li> <li>• <b>Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</b></li> </ul>	<ul style="list-style-type: none"> <li>• The exchange and MOU signing ceremony were covered in articles in the local newspapers Kedaulatan Rakyat, Kompas and Bernas</li> <li>• <b>Article in local newspaper, the Savannah Morning News.</b></li> <li>• <b>Delegation featured on local TV channel.</b></li> <li>• <b>Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Jogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.</b></li> <li>• <b>Delegation met with representatives of the local Chamber of Commerce and the Film Board.</b></li> </ul>



***Subobjective 1c: Promote sustainable partnerships***

	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>	<i>Evidenced by 8 improvement/opportunity</i>
<b>STATUS</b>				
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	
<b>Berau</b>				
<b>Bitung</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>		<ul style="list-style-type: none"> <li>Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> </ul>	<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> </ul>
<b>Bukittinggi</b>				
<b>Samarinda</b>				

***Subobjective 1c: Promote sustainable partnerships***

	Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships	Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content	Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)	Increase opportunities for regional networking and mutual understanding of common issues
<b>TARGET:</b>	<i>Established in 8 LGUs</i>	<i>Evidenced by 8 LGUs</i>	<i>Facilitation of 6 public exchanges</i>	<i>Evidenced by 8 improvement/opportunity</i>
<b>STATUS</b>				
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>			<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> </ul>
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	
<b>Yogyakarta</b>			<ul style="list-style-type: none"> <li>Jogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.</li> <li>Delegation met with representatives of the local Chamber of Commerce, organizers of the Savannah Film Festival and the Savannah Music Festival.</li> </ul>	

## ***Association Capacity-Building Activities Results Matrix II***

Goal: Develop the capacity of decentralized and participatory local governments and the organizations that represent them  
Objective: To establish effective, representative, and independent local government associations

Entries in **BOLD** = new this quarter

### ***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Train and/or assist association leadership and staff in advocacy concepts and techniques	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level	5 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Sponsorship of 4 association coalition workshop and consultant to develop policy paper in response to Law 22/99 revision (Dec. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Train and/or assist association leadership in establishing a process to develop policy positions and arguments	7 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced policy committee concepts and techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Model POKJA: Local government working group on performance based budgeting policy issues. (June. 2003) (APEKSI, APKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions	7 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process that includes membership participation during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Association advocates at the national level	5 of 3 targets met APEKSI 6 of 3 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs before Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send joint letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials (Dec. 11, 19 2003)</li> <li>• <b>APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</b></li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Association identifies key coalition partners (single issue or standing coalitions)	7 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy &amp; Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>· APEKSI Board establishes "formulation team" with APKASI, ADEKSI, ADKASI representation to determine steps necessary to develop position on land use reform based on decentralization principles. (May 2003)</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>· <b>APEKSI, APKASI, ADEKSI, ADKASI formalize their advocacy coalition with the formulation of the Association Forum (Jan. 2004)</b></li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Association conducts advocacy activities as part of a coalition	7 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>· <b>APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</b></li> <li>· <b>APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</b></li> </ul>
Association policy developed using membership participation/input	3 of 2 targets met APKASI 2 of 2 targets met APEKSI	<ul style="list-style-type: none"> <li>• Association vets policy position statement on revision of Law 22 before full membership at National Working Meeting and receives input and approval (May 2002) (APKASI)</li> <li>• APKASI and 9 member regencies present position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI membership participate in policy development and issue identification teams during their annual meeting. (August 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99 with member involvement. (Nov, Dec 2003)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Association advocates on behalf of its members	8 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999."</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI President presents association position on local land use, maritime boundaries and forestry regulations before Ministry Officials (March 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials. (Dec. 11 &amp; 19, 2003)</li> <li>· <b>APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</b></li> </ul>



<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Train and/or assist association in concepts of business plan development, including transparent financial management systems	5 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Train and/or assist association in developing/diversifying/stabilizing sources of revenue	6 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• <b>Workshop: Grant and Proposal Writing. (May 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</b></li> </ul>
Train and/or assist association in improving marketing capabilities	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying and marketing new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Train and/or assist association in improving internal management and personnel systems	6 of 3 targets met	<ul style="list-style-type: none"> <li>• Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for transparent annual budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD, reporting relationship between ex. dir. and finance officer. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Train and/or assist association in defining the roles, responsibilities and authorities of the board, executive director and staff	7 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: LOC executive director worked with directors on improvements to roles, responsibilities, authorities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Working session: Board and Executive Roles and Responsibilities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Training: Oregon Association of School Board conducts training on improving board and executive roles and responsibilities, and goal setting during 5<sup>th</sup> LOC exchange (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of Board of Directors meetings and association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to workplan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Association adopts and/or implements one or more transparent financial management systems	1 of 1 target met APKASI 1 target outstanding APEKSI	<ul style="list-style-type: none"> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Association improves its development of diverse and stable sources of revenue	3 of 1 targets met APEKSI 2 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI charges registration fee for attendance at annual membership conference (Aug. 2002)</li> <li>• Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002) (APKASI, APEKSI)</li> <li>• APEKSI charges registration fee of 2,000,000 for a 3-day Best Practice Training program for members (October 2003)</li> <li>• APKASI prepares RFP for UNDP funds. (Dec. 2003)</li> </ul>
Association improves its marketing capacity	1 of 1 target met	<ul style="list-style-type: none"> <li>• Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002, August 2003) (APKASI, APEKSI)</li> </ul>
Association improves its internal management and personnel systems	2 of 1 target met APEKSI 3 of 1 target met APKASI	<ul style="list-style-type: none"> <li>• Association develops position descriptions and an internal organizational chart for association secretariat office and staff (Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Association executive directors restructure internal management of professional staff; give authorization for staff to develop and manage programs; staffing levels revised and made appropriate. (4<sup>th</sup> quarter 2002) (APEKSI, APKASI)</li> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> </ul>
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff	1 target met for APEKSI, 1 target outstanding for APKASI	<ul style="list-style-type: none"> <li>• APEKSI Executive Director gets approval from full membership for restructured Board of Directors and increased roles of the regional offices, in order to obtain more involvement from the leadership and representation from the membership (July 2002 Annual Working Meeting)</li> <li>• APKASI drafts comprehensive Standard Operating Procedures outlining duties, responsibilities, obligations of korwil vis-à-vis secretariat. (June, 2003). APKASI implements SOP (Dec. 2003)</li> </ul>

<i><b>Subobjective 1c: Improve two-way communication between associations and their members</b></i>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Train and/or assist the association in increasing membership involvement/input/participation	9 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• <b>APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</b></li> </ul>

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Train and/or assist the association in increasing/improving its membership communications methods	10 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Web site development (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Staff trained in Access software and membership databases creation/management (Jan-May 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training: Journalistic Writing Skills Development for staff (August 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• <b>APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</b></li> </ul>
Train and/or assist the association in recognizing excellence in local government management and leadership	4 of 4 targets met	<ul style="list-style-type: none"> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Association increases/improves membership involvement and participation	1 of 1 target met APEKSI 2 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APKASI enhances and deepens membership involvement with outreach and socialization meetings with sekda and bappeda (Jan. 2003)</li> <li>• Training &amp; technical assistance by association staff for member uses of Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> </ul>

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Association increases/improves its membership communications methods	4 of 3 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002)</li> <li>• APEKSI, APKASI web site content and layout improved (April/June 2002)</li> <li>• APEKSI, APKASI, APPSI improved and/or initiated membership database for dissemination and advocacy purposes (May-June 2002)</li> <li>• APEKSI, APKASI provide training &amp; technical assistance to regional members on use of Komwil/Korwil Computer Communications Program. (Feb. –March 2003)</li> <li>• APKASI uses korwil computer network to distribute PP 8 &amp; 9/2003 and provide assistance and additional resources on application of new regulations.</li> </ul>
Association increases/improves programs that recognize excellence in local government management and leadership	3 of 1 target met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI initiate best practice documentation programs for their members (March 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI distributes its 1<sup>st</sup> annual Member Best Practices brochure during their annual meeting and socializes its BP program with the local government community at large (i.e., PERFORM training) (August, October 2003)</li> <li>• <b>APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</b></li> </ul>

***Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input and needs. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Direct technical assistance: improving annual conference content (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI and APKASI leadership participate in ICMA annual conference and receive orientation training on role of professional development/training by LGAs (September 2003)</li> </ul>
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials	3 targets outstanding	
Train and/or assist the association in the development and dissemination of local government management best practices	4 of 3 targets met	<ul style="list-style-type: none"> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e PERFORM training) (August, October 2003)</li> </ul>
Train and/or assist the association in serving as a liaison for local government technical assistance resources	2 of 3 targets met	<ul style="list-style-type: none"> <li>• Local Government Budget and Finance Internships institutionalize the association's capacity in delivery of technical assistance and in serving as liaison for members (March 2002-Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Presentation &amp; Dialogue: Principles of Funding Formulas (August 2002) (APEKSI, APKASI, APPSI)</li> <li>• APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e PERFORM training) (August, October 2003)</li> </ul>
Association conducts training opportunities for local government officials/members	1 target outstanding APKASI 2 targets met APEKSI	<ul style="list-style-type: none"> <li>• APEKSI conducts technical meeting for sekda, bappeda, department heads (Bogor May 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> </ul>

<b><i>Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2004</b>
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target outstanding	
Association develops and disseminates local government management best practices	2 of 1 target met	<ul style="list-style-type: none"> <li>•Associations publish local government success stories in newsletters (APEKSI, APKASI, APPSI 2002)</li> <li>•APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>•APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (August, October 2003)</li> </ul>
Association serves as a liaison for local government technical assistance resources	1 of 1 target met APEKSI 2 of 1 target met APKASI	<ul style="list-style-type: none"> <li>•APKASI responds to request from members on PP 8 &amp; 9/2003 through computer dissemination of regulations including additional resource sites to answer questions on impact on members. (Mar. 2003)</li> <li>•APEKSI conducts a 3-day Best Practice Training and Bogor site visit program for members. (October 2003)</li> <li>•APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (October 2003)</li> </ul>



## **Annex 2: Deliverables and Other Information Submitted**

## Deliverables and Other Information Submitted

<b>Title</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 1 January - 9 February 2004.	February 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 11 February - 24 March 2004	March, 25, 2004	hard copy
USAID Quarterly Report for the period January 1, 2004 - March 31, 2004	April 30, 2004	email and hard copy
USAID 6-month Workplan for the period April 1, 2004 - September 30, 2004	April 30, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 25 March - 9 May 2004	May 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 10 March - June 7, 2004	June 8, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of June 8 - July 7, 2004	July 8, 2004	hard copy
USAID Quarterly Report for the period April 1, 2004 - June 30, 2004	July 31, 2004	email and hard copy

## Annex 3: Abbreviations and Terminology

ADEKSI	<i>Asosiasi Dewan Kota Seluruh Indonesia</i> (Association of Indonesian City [Kota] Councils)
AMMAC	Association of Mexican Municipalities
APEKSI	<i>Asosiasi Pemerintah Kota Seluruh Indonesia</i> (Association of Indonesian Municipalities)
APKASI	<i>Asosiasi Pemerintah Kabupaten Seluruh Indonesia</i> (Association of Indonesian Regencies)
APPSI	<i>Asosiasi Pemerintah Propinsi Seluruh Indonesia</i> (Association of Indonesian Provinces)
BAPPEDA	<i>Badan Perencanaan dan Pembangunan Daerah</i> (local department for planning and development)
BIGG	Building Institutions for Good Governance
BUILD	Breakthrough Urban Initiatives for Local Development
CIDA	Canadian International Development Agency
CLGI	Center for Local Government Innovation
DPOD	<i>Dewan Pertimbangan Otonomi Daerah</i> (Regional Autonomy Advisory Board – national level)
DPRD	<i>Dewan Perwakilan Rakyat Daerah</i> (legislative body at the local government level)
DPR-RI	<i>Dewan Perwakilan Rakyat – Republik Indonesia</i> (legislative body at the national level)
GIS	Geographic Information System
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Technical Cooperation Agency)
ICMA	International City/County Management Association
IFES	International Foundation for Election Systems
IR	Intermediate Result
IRDA	Indonesia Rapid Decentralization Assessment
Komisi II	Commission Two of the DPR-RI
LGSP	Local Government Support and Partnership Program
LOC	League of Oregon Cities
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDI	National Democratic Institute
TBD	To be determined
TNC	The Nature Conservancy
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VNG	<i>Vereniging van Nederlandse Gemeenten</i> (Netherlands Association of Municipalities)
Yayasan Otda	Local Government Center implemented by Chemonics/Urban Institute

## **Annex 4: Financial Information**